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Coordinated implementation of the Habitat Agenda

Report of the Secretary-General**

Summary

The overall purpose of the United Nations Human Settlements Programme (UN-Habitat) is to improve the living and working environment for all through more effective, participatory and transparent management and the development of human settlements. UN-Habitat is deeply committed to supporting countries in the implementation of Habitat Agenda, the Declaration of the Cities and Other Human Settlements and Millennium Development Goal 7, to ensure environmental sustainability, and its targets 10 and 11, which call for the reduction by half of the proportion of people without sustainable access to safe drinking water and the achievement of significant improvement in the lives of at least 100 million slum dwellers, by 2020. While the Programme beneficiaries are the urban poor, its main audience remains the policymaker who carries the power and authority to improve the lives of the poor by providing the resources and removing the obstacles to their well-being.

The work of UN-Habitat is organized around the following four subprogrammes: subprogramme 1, "Shelter and sustainable human settlements development"; subprogramme 2, "Monitoring the Habitat Agenda"; subprogramme 3, "Regional and technical cooperation"; subprogramme 4, "Human settlements financing". The four subprogrammes have been interconnected through the

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UN-Habitat strategic vision document, approved by its Governing Council in 2003. Addressing the explosive formation of slums and the widespread lack of water and sanitation in slums, which are home to one sixth of the Earth's people, is now very close to the top of the world's list of development priorities. UN-Habitat is emerging as a leading player in both areas, aiming at on-the-ground improvements that can be translated into policies or, conversely, developing policy concepts that can be tested in the field.

In this regard, the four subprogrammes have become a four-pillar strategy in attaining the goal of cities without slums. This strategy consists of advocacy of global norms, analysis of information, field-testing solutions and financing. All UN-Habitat shelter, urban development, research and finance programmes, as well as its two global campaigns on secure tenure and urban governance, have been re-tooled, in order to contribute to the UN-Habitat strategic vision.

The present report is organized, in the first instance, according to the four subprogrammes of the Human Settlements Programme. The report then touches upon work with partners, flagship reports, innovations and management issues, and ends with several recommendations.

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I. Introduction

1. The present report has been prepared pursuant to paragraph 3 of Economic and Social Council resolution 2004/300.

II. Progress in programme implementation

A. Shelter and sustainable human settlements development

2. The overall objective of subprogramme 1 is to improve the shelter conditions of the world's poor and to ensure sustainable human settlements development, the two Habitat Agenda goals.

3. During the period under review, a global campaign for secure tenure was successfully launched in three countries in West Africa; memoranda of understanding were signed with three countries in East Africa, while cooperation agreements were concluded with five other countries to promote slum-upgrading; work was carried out on law and land review in three regions and the best practices noted are being integrated into the campaign on secure tenure; an international task force to facilitate negotiated policy alternatives to unlawful eviction was established and, as a result, some Governments have established a housing rights officer post in the relevant ministries; progress was made in implementing the water for African cities and water for Asian cities programmes; regional and country consultations were carried out, while strategic support was provided to community-led initiatives for improving water and sanitation for the urban poor; consultations on water for Eastern European cities were also initiated. Training and capacity-building were carried out in various groups, including water utility managers, in eight countries.

4. A United Cities and Local Governments (UCLG) unification congress was successfully launched in 2004, and guidelines on decentralization and strengthening of local authorities were prepared and are now available for use. Due to the United Nations Human Settlements Programme (UN-Habitat) promotion of tools to improve urban governance, there is a high demand by local authorities for training tools, including those regarding participatory budgeting. In 2004, a global campaign on urban governance was launched in Burkina Faso, Morocco and Senegal. Support was also provided to local governments in the application of urban governance tools in Africa and South Asia. In 2004, considerable progress was made in environmental planning and management in Africa and South Asia. New field operations in disaster management and response were identified in 15 countries and several islands. Work on the strategy for addressing shelter problems regarding HIV/AIDS-infected women and orphans in informal settlements is ongoing in East Africa.

B. Monitoring the Habitat Agenda

5. The aim of subprogramme 2 is to monitor and assess progress towards the attainment of the Habitat Agenda goals and the Millennium Declaration targets on slums and water and sanitation. The monitoring systems of UN-Habitat were strengthened to enable effective tracking of the Millennium Development Goal on improving the lives of at least 100 million slum dwellers. Urban Inequities Surveys

were implemented in selected cities, and modules were added on to the Demographic and Health Surveys, as well as multiple indicator cluster surveys of UNICEF. The proportion of slum dwellers in cities was estimated from existing surveys and censuses and published in the Secretary-General's report on the Millennium Development Goals, starting with 2002, and in *Human Development Reports*. The Millennium Project Task Force 8 benefited from the global and regional estimations, in order to formulate policy suggestions.

6. The slum estimations forecast that there will be 1.4 billion slum dwellers by 2020, if it is assumed that current proportions of slums to urban populations remain valid during the forthcoming five-year periods, until 2020. In response to this daunting figure, the international development community, including the Millennium Project, the Governing Council of UN-Habitat and the Commission on Sustainable Development at its thirteenth session, debated the relevance of the targeted level of 100 million slum dwellers. The Millennium Project drew attention to the new slum formation and the need to provide positive alternatives to new slum formation. In its decision, the Commission on Sustainable Development, at its thirteenth session, called for support to countries, including through UN-Habitat, in their ability to provide data and information on existing slums with a projection on new slum formation by 2020, and thereafter for them to adopt and implement plans to achieve these targets linked to poverty reduction strategies, national sustainable development strategies or other relevant policy plans.

7. The Commission's call on Governments and the United Nations system will encourage further monitoring activities by UN-Habitat, to facilitate and provide methodological support to countries for estimating country-level slums, as well as for projecting levels until 2020. This facilitation and coordination role on the technical front should empower Governments to set up their own targets. The approach will be a major starting point in localizing the Millennium Development Goals, at the country and city levels.

8. UN-Habitat research priorities address the following issues: slums and urban poverty, secure tenure, market eviction and gentrification, rental housing within slums and the implications for slum upgrading, housing rights, and natural disasters or conflict, as well as gender equality in housing access.

9. In 2004, UN-Habitat made considerable progress in preparing the global urban indicators database version 3. The following specific activities were carried out. Urban indicators were revised in line with the Millennium Development Goals; strategic partnerships were developed for data collection and fund-raising; capacity-building of national statistical officers was undertaken for Africa and Asia; all data now collected is disaggregated by gender; and knowledge management to support policy formulation and urban management programmes were undertaken.

10. To bring experience and lessons from the field full circle to contribute to the global base of knowledge, UN-Habitat continues to produce two series of flagship reports in alternating years. In 2004, *The State of the World's Cities Report 2004/2005: Globalization and Urban Culture* was launched at the second session of the World Urban Forum and was very well received. This year will see the next edition of the *Global Report on Human Settlements*, which has as its theme city and shelter finance. The thematic agendas of the two report series have now been restructured to focus directly on some aspect of the Millennium Development Goals each year. *The State of the World's Cities* series is produced using in-house expertise

and data generated through the Urban Observatory Network. The *Global Report on Human Settlements* series takes advantage of multiple networks of researchers in bringing nuanced and fine-grained details from around the world to bear on priority themes.

11. Other activities included: a successful international conference on exchanging lessons learned from best practices in good urban governance policies and enabling legislation; strategy formulation for working with civil society organizations and youth; preparation of materials on advocacy for women's rights to land and a handbook on gender mainstreaming in human settlements; work towards a community-based housing finance credit scheme, which is almost complete, and the completion of case studies on financing low-income housing. Progress was made towards monitoring and promoting understanding of urban economic conditions and rural-urban linkages, as well as monitoring and developing strategies and frameworks for improving urban self-employment and livelihood for the urban poor.

C. Regional and technical cooperation

12. The objective of subprogramme 3 is to strengthen organizational and technical capacity primarily at the national and local levels for the formulation and implementation of policies, strategies and programmes, in accordance with the principles and commitments of the Habitat Agenda and the Millennium Declaration targets.

13. In 2004, the Regional and Technical Cooperation Division of UN-Habitat assisted Governments with the design and implementation of capacity-building projects, in collaboration with funding partners; provided advisory services and implemented technical programmes and projects within the context of the global campaigns; assisted a number of countries with post-war reconstruction and recovery; worked on training programmes and capacity-building of ministries and agencies in charge of disaster prevention and management; assisted countries in identifying disaster prone areas and formulating mitigation strategies; worked as part of the United Nations strategy programme for Iraq reconstruction and fund-raising; strengthened collaboration with regional economic commissions; coordinated Cities Alliance projects; carried out country assessments in 10 countries and fund-raising for regional and national projects; through its regional offices, established and maintained effective relationships with Governments and other Habitat Agenda partners. Besides working diligently to ensure that human settlements issues found their way into national agendas, especially poverty reduction strategy papers and the United Nations development assessment framework, Habitat programme managers worked closely with Governments and other partners in their respective countries on monitoring and promoting implementation of the Millennium Development Goals and the Habitat Agenda.

D. Human settlements financing

14. The main objective of subprogramme 4 in 2004 is to increase funds from international and domestic sources in support of shelter, related infrastructure development programmes and housing finance institutions and mechanisms, particularly in developing countries.

15. During the period under review, significant progress was made in establishing a slum upgrading facility. Subprogramme 4 will follow a two-track strategy. Nearly all the staff required for the division was recruited in 2004. In terms of mobilization of resources, US$ 1.8 million for the design phase and US$ 10 million for the slum upgrading facility three-year pilot phase was raised. Donors approached expressed interest in providing funds through their country programmes. Considerable progress was made in preparing a pipeline of programmes in three East African countries. Consultations on establishing the cooperation framework for country collaboration are at an advanced stage with the World Bank, the African Development Bank and the Asian Development Bank. There was some delay in starting the project pipeline and the pilot projects due to delays in securing donor funding. A number of countries in sub-Saharan Africa received advisory services related to strengthening capacity of domestic resources.

E. Working with partners

16. The second session of the World Urban Forum was held in Barcelona, Spain, in September 2004. Although the biennial World Urban Forum is not an official United Nations conference, it was mandated by the UN-Habitat Governing Council through its resolution 18/5, and is fundamental to the implementation of the Habitat Agenda at the international level. The theme of this global event was "Cities: crossroads of culture, inclusiveness and integration?". Through a set of structured dialogues among various Habitat Agenda partners, priority Habitat Agenda issues were discussed. Significant attention was paid to the Millennium Development Goals, with special emphasis on progress made in achieving Goal 7, particularly target 10, on water and sanitation, and target 11, on improving the lives of at least 100 million slum dwellers by the year 2020. The biennial global event was very well attended, attracting a total of 4,389 participants, among them, Government officials (17.7 per cent); local authorities (16.4 per cent); non-governmental organizations (21.2 per cent); other United Nations agencies (4.1 per cent); professional and research institutions (8 per cent); and the private sector (8 per cent). There were 60 exhibitors from all over the world, showcasing a range of initiatives and best practices. There were three plenary meetings, partners' dialogues on urban culture, urban realities, urban governance and urban renaissance, as well as thematic dialogues on urban poor, urban resources, urban sustainability, urban services and urban disasters and reconstruction. The whole event was characterized by vibrant discussions. Among the distinguished participants were the former President of the former Soviet Union, Mikhail Gorbachev, Martti Ahtisaari of Finland and Jeffrey Sachs, the Special Adviser of the United Nations Secretary-General on the Millennium Development Goals. The late Prime Minister of Lebanon, Rafik Hariri, was presented with a scroll of honour for his outstanding and visionary role in the reconstruction of post-conflict Beirut. Evaluation of the World Urban Forum by participants was very positive.

17. The Urban Millennium Partnership on localizing the Millennium Development Goals, promoted by UN-Habitat, the United Nations Development Programme (UNDP) and UCLG was launched at the World Urban Forum and received support from many partners. Preparatory activities under this new initiative have already begun.

18. The third session of the World Urban Forum will be held in Vancouver from 19 to 23 June 2006. It will be organized by UN-Habitat, in cooperation with the Government of Canada and the City of Vancouver. Governments and all Habitat Agenda partners are encouraged to participate in the third session of the World Urban Forum for a vibrant exchange of information and best practices on urban sustainablilty. It is hoped that the Forum will assert that thoughtful, evidence-based and rigorously evaluated programmes and policies are the measures of success and that key to these discussions should be an effort to turn ideas into action.

19. Through Cities Alliance, one of UN-Habitat's main partners in slum upgrading work is the World Bank. Cities Alliance is a global partnership created to test new tools and practical approaches to promote local economic development in a direct attack on urban poverty. Working within Cities Alliance in East Asia and in Afghanistan, Egypt, Latvia, the United Republic of Tanzania and Yemen, both the World Bank and UN-Habitat are collaborating to strengthen local government authorities, help in the emergency reconstruction of urban infrastructure, initiate and sustain labour-intensive municipal public works, formulate city development strategies and set up urban indicators databases, among other objectives.

20. UN-Habitat has a good working relationship with the Bank, but that relationship should be broader, extending beyond Cities Alliance. Despite progress made in promoting the urban agenda, a lot still remained to be done to "lift the game" and ensure that decision makers give adequate attention to urban management and development issues.

21. UN-Habitat has also signed memorandums of understanding with the Asian Development Bank and the Inter-American Development Bank, and is working towards a memorandum of understanding with the African Development Bank on joint projects and programmes for water, sanitation, housing and urban development issues, with emphasis on improving the living conditions of the poor. These memorandums of understanding have led to substantial programme collaboration, for example, on the water for Asian cities programme, which provides a pipeline of US $10 million in grants from the Asian Development Bank and UN-Habitat for the first two phases and US $500 million in loans from the Asian Development Bank for water and sanitation projects in cities across Asia. This memorandum of understanding has leveraged additional funding for water for Asian cities from the Government of the Netherlands.

22. A key tool in attaining the Millennium Development Goals, particularly the slum, water and sanitation targets, is south-south cooperation or, as it used to be called, technical cooperation among developing countries. Just 20 years ago, the effectiveness of south-south cooperation may have been limited. Today, however, many countries grow their own technical and policy expertise and are ready to share that expertise with others in their regions.

23. UN-Habitat is a strong and committed advocate for peer learning and problem solving. We are sponsoring a continuing series of regional ministerial meetings on housing, land and urban development in Latin America, Africa and Asia. The African Ministers Conference on Housing and Urban Development took place early this year in Durban, South Africa, and was a joint undertaking by UN-Habitat, the African Union and the Government of South Africa. There is a commitment to carry the Conference forward in a biennial series of ministerial meetings. A similar high-

level meeting has been held in Latin America and an Asian counterpart has been called for 2006.

24. UN-Habitat has also supported recent peer learning at the city level, sponsoring exchanges, workshops, training and field trips among cities (e.g., Mumbai, Manila, Addis Ababa, Arusha, Durban, Havana, Medellin, Dar es Salaam, Nairobi and Johannesburg). These activities involve city authorities and community leaders, including from slums, to ensure cross-fertilization between urban poor communities regarding community mobilization strategies, negotiation practices for access to land, community-based savings and frameworks and tools for city-wide slum upgrading. Topics for recent exploration have included land law, land tenure, women's security of tenure, local government training needs, city environmental profiles, best practices and safer cities, as well as information management.

F. Innovations

25. In the 2004 programme plan and management review, UN-Habitat reported on an innovative initiative aimed at promoting the Millennium Development Goal on slums. In this initiative, UN-Habitat was an intermediary in a debt-for-land swap scheme between the Government of Finland and the Government of Kenya, the first of its kind. The UN-Habitat/Government of Kenya slum upgrading programme is located at the Athi River and at Kibera, the largest urban slum in Africa. The slum upgrading programme continues to constitute a path-breaking process, in which each stage contributes significantly towards achieving the Millennium Declaration target on slums. During the period under review, UN-Habitat has undertaken the physical and social planning of the two sites, while site preparation is in progress. House designs are ready and the Settlement Executive Committee, which will coordinate community participation in the project, is in place and operational. The Government partnerships, the slum dweller organizations and UN-Habitat in Nairobi are becoming stronger, but more work needs to be done in this respect.

26. In 2005, work will be undertaken to train slum dwellers in the areas of innovative building skills and materials development, cooperative formation and management, and in the capacity-building of local authorities.

27. The slum upgrading facility, conceived to facilitate the mobilization of public and private sector resources to support the implementation of the Millennium Declaration target on slums at country and city levels in developing countries and countries with economies in transition, is one of the most innovative strategies of UN-Habitat. When fully functional, it will provide financing for the mobilization of seed capital and technical assistance to develop and support mechanisms for mobilizing domestic resources and capital in order to improve the availability of affordable housing, adequate shelter and infrastructure. The facility links four key groups, comprising local authorities, community-based organizations, local finance institutions and international donor programmes. It will also play a catalytic and preparatory role in leveraging domestic investment for slum upgrading and other pro-poor human settlements development.

28. UN-Habitat initiated the strategy of Habitat programme managers, in collaboration with UNDP. The main responsibility of Habitat programme managers is to enhance normative work, especially with respect to implementation of the Habitat Agenda and the Millennium Development Goals 7, targets 10 and 11, at the

country level. Habitat programme managers work to promote mainstreaming of human settlements issues in the poverty reduction strategy papers and United Nations development assistance frameworks. They oversee implementation of UN-Habitat programmes and projects at the country level. Their presence has reduced the number of missions undertaken. Even at this early stage, it has become clear that Habitat programme managers will have a significant impact on promoting the work of UN-Habitat at the country level. Lack of donor financial support for the Habitat programme managers is one of the challenges facing UN-Habitat. An increase in non-earmarked contributions and in the regular budget allocation would represent a meaningful and long-term solution to the problem.

29. The UN-Habitat Water and Sanitation Trust Fund was launched in 2004, to promote Millennium Development Goal 7, target 10, on water and sanitation. The Trust Fund, which is based on a well-coordinated programmatic approach, allows donors to improve their aid-effectiveness by contributing to a consolidated fund, dedicated to a well-defined goal with clearly set objectives. The Fund offers its contributors an opportunity to effectively target a high-priority sector by taking advantage of the mandate and well-demonstrated core competencies of UN-Habitat. The programme is developing a dedicated gender-mainstreaming component, with the collaboration of the African Development Bank and the Gender and Water Alliance. Selection of participating countries is based on the interest expressed by the countries, and the willingness to commit Government support, as set out in the Trust Fund document, among other indicative criteria. In 2005, the Trust Fund will undertake the following activities: full operationalization of the regional water programmes in Africa and Asia; implementation of the Lake Victoria initiative in six pilot towns; development of the Mekong regional initiative; further development of normative activities with emphasis on their application in the regional water programmes; and commencement of baseline data collection for monitoring progress in meeting Millennium Declaration Goal 7, target 10. A mid-term review of the Water and Sanitation Trust Fund is envisaged for early 2006.

Enabling civil society within the city

30. In addressing directly the problems of the world's slums, an enabling strategy is integral to the approach of UN-Habitat and is a substantial part of the value added by UN-Habitat in the slum upgrading process. Although time frames and strategies must be adjusted whenever communities engage in self-diagnosis and bootstrap development, enfranchisement is deeply gratifying to slum residents, who take greater ownership in their communities as a result. Governments and local authorities that commit to the empowerment of the poor are in effect leveraging public resources. They are, in addition, helping poor communities directly, especially in acquiring land, securing tenure and providing infrastructure and basic services. In the field, UN-Habitat disaster recovery activities related to the South Asian tsunami are bringing a long-term community-oriented perspective to rapid recovery efforts of sister agencies and non-governmental organizations in Indonesia, Maldives, Sri Lanka and Thailand. It is the same enabling orientation that has proved so valuable in repairing shattered communities in Afghanistan, Iraq, Kosovo, Somalia the Sudan and other countries of recent conflict. In fact, UN-Habitat community-based work in Somalia has led to the inclusion of UN-Habitat in the Executive Committee for Humanitarian Affairs.

G. Financial management

31. The management and monitoring of the UN-Habitat regular budget resources showed a utilization rate of 89 per cent of the approved allotment in 2004. There was a slight increase over the 2002-2003 biennium allotment as a result of the approval of the two additional posts for the 2004-2005 biennium. Regular budget resources constituted 30 per cent of the core allotted resources, excluding project funds, and they remain a key resource in the effective implementation of the activities outlined in the programme budget.

32. The total voluntary contributions to the United Nations Habitat and Human Settlements Foundation increased by 28 per cent, from US$ 25.5 million in 2003 to US$ 32.7 million in 2004. An increase in both the general-purpose and special-purpose contributions was recorded during 2004, with the general-purpose contributions amounting to US$ 10.5 million and the special-purpose contributions to US$ 22.2 million. While both general-purpose and special-purpose contributions recorded an all-time high, there remains an imbalance between the two types of contributions. The donor base for these contributions has remained relatively narrow.

33. Expenditure against allotments for the extrabudgetary resources, excluding project funding, was at 93 per cent of the approved allotment and was within the expected target rate at this time of the year.

34. The income received for technical cooperation activities grew by more than 200 per cent, from US$ 15.2 million in 2003 to US$ 52.5 million in 2004. In 2005, the utilization of the core resources, regular budget and extrabudgetary resources, excluding project funds, is expected to remain within the authorized allotments.

H. Human resources management

35. In 2003, the total vacancy rate, excluding projects posts, was 2.7 per cent for Professional and General Service staff and 3.4 per cent for Professional staff only. By December 2004, the vacancy rate, excluding projects posts, was 8.9 per cent for Professional and General Service staff and 11.9 per cent for Professional staff only. In 2004, the gender balance for all Professional posts was 35.7 per cent female and 64.3 per cent male, an improvement compared to 2003, when the percentage was 35.2.

36. Attempts are currently under way to fill the vacant posts as quickly as possible and to bring the vacancy rates within the established rate of 5 per cent and maintain them within that range. In order to improve the gender balance, UN-Habitat will increase its efforts to recruit women into the Professional categories in 2005. A special effort will be made with regard to recruitment at senior Professional levels. That remains a challenge, as many of the posts require technical expertise that may not be readily available among women. With regard to recruitment from unrepresented and underrepresented Member States, UN-Habitat remains committed to employing Professionals from such countries and hopes to improve in that regard in 2005.

I. Information management

37. In 2004, UN-Habitat launched an Intranet to facilitate easy access to information for staff in their day-to-day work. The Intranet provides a central repository containing documents on substantive programmes, an events calendar to improve coordination of meetings and provide easy access to background documentation for meetings, a global staff directory, which includes the names of UN-Habitat staff not based at Headquarters, a virtual library to provide quick access to online subscriptions to research and reference material, and an image gallery with UN-Habitat photographs, which can be easily downloaded for use in publications.

38. In 2004, UN-Habitat developed an integrated database of key partners that will be launched in 2005. This database will be accessible on the UN-Habitat Intranet and parts of it will also be available on the public site. It will improve the organization's capacity to better target its communications, publications and invitations to events. It will also eliminate duplication of effort and provide easy-to-use tools for updating the database and generating targeted mailing lists.

39. A publications management system to support the planning, monitoring and reporting on the organization's publications programme was developed in 2004. The system, which is available via the organization's Intranet, gives all UN-Habitat staff in Nairobi and the field access to the organization's publications programme. It enables authoring sections to add new publications and monitor the progress of the publication process, and allows for updating of the editorial, design and print sections on the status of the production. The system also provides management reporting for the Publications Board and monitoring of expenditure on publications, as well as ensures that the programme is in line with the approved programme of work.

40. UN-Habitat collaborated with the United Nations Environment Programme on a project to re-establish the library in Nairobi. The new library, which also has a website, was opened in June 2004. It has an up-to-date and consolidated collection of materials on human settlements issues and provides online services to library visitors. About 17,600 visitors were received by the library in 2004.

41. During the second session of the World Urban Forum, held in September 2004, all meeting documents, including pre-session, in-session and approved documents, the daily journal and the daily programme, were posted on the UN-Habitat website. The website was also used to publish documents for other major events such as World Habitat Day and other major meetings announced on its calendar of events.

III. Recommendations

42. **Governments are encouraged to include human settlements in their national development plans and to promote city and metropolitan planning in their national poverty reduction strategy documents and in their United Nations development assistance frameworks.**

43. **Governments are encouraged to assess conditions and trends in their urban slums and to create a pro-poor policy environment that places the highest priority on improving the living environments of slum dwellers, as per**

targets 10 and 11 of Millennium Development Goal 7, and are invited to collaborate with UN-Habitat in monitoring the implementation of these targets.

44. **Governments are encouraged to participate, and to support the participation of Habitat partner groups from developing countries, in the third session of the World Urban Forum, to be held in Vancouver, Canada, in June 2006.**

45. **Governments in a position to do so are encouraged to increase the non-earmarked component of their contribution in order to facilitate the implementation of the Habitat Agenda, the Declaration on Cities and Other Human Settlements in the New Millennium and the relevant commitments of the Millennium Declaration, particularly the commitment to achieve a significant improvement in the lives of at least 100 million slum dwellers by 2020.**